

# VII. Transportation Management Plan

A Transportation Management Plan (TMP) at the University of Washington was first developed in 1983 with the intent to expand commuting options for University students, staff, and faculty, shifting them away from the single occupancy vehicle trips. The primary goal was to reduce the number of peak hour vehicle trips at the University of Washington.

This Master Plan builds on the success of the current TMP. The University shall develop and implement its enhanced TMP and make changes as needed to achieve the goal of limiting peak-period, peak-direction vehicle trips of students, staff and faculty at or below 1990 levels. There are eight elements of the TMP, each one being a significant part of the overall TMP program. Changes to the TMP will be made as needed to achieve the TMP goal. Under each of the eight TMP elements is a list of "possible improvements." These are the improvements/changes that will be implemented, one at a time or in combination with other elements, to ensure that the TMP goal – limiting peak-period, peak-direction vehicle trips of students, staff and faculty at or below 1990 levels - is reached. The University will choose among the identified TMP measures to maintain or reduce motor vehicle traffic as necessary, and to increase the availability and effectiveness of alternative transportation modes, provided that the 9 bullets listed under "Develop Methodology to Replace Cordon Count" and "Monitoring Strategies" shall be required. Additional measures may be added to the TMP list during the life of the Master Plan if such measures appear likely to further the objectives of limiting vehicular trips and encouraging the use of alternative modes. The University and the City will know if the goal is not being reached when they review the monitoring reports that are outlined in the "Monitoring and Evaluation" section of this chapter.

This TMP is not intended to address transportation to and from Husky Stadium. Transportation for Husky Stadium events is specified in the

Husky Stadium Transportation Management Plan. If Husky Stadium were expanded, the Husky Stadium Transportation Management Plan would be reviewed and amended as needed to ensure compliance with its TMP goals.

The University will continue to limit the number of parking stalls it has on campus to 12,300

Conditions described in this section shall not preclude the City from requiring the University to mitigate environmental impacts of projects as determined by project level environmental review (for example service level impacts from a proposed parking garage).

## Background

Historic data shows that as the population of students, faculty, and staff has risen over the past decade, the number of motor vehicle trips to/from the University has decreased. The table below summarizes this data.

Table VII-1

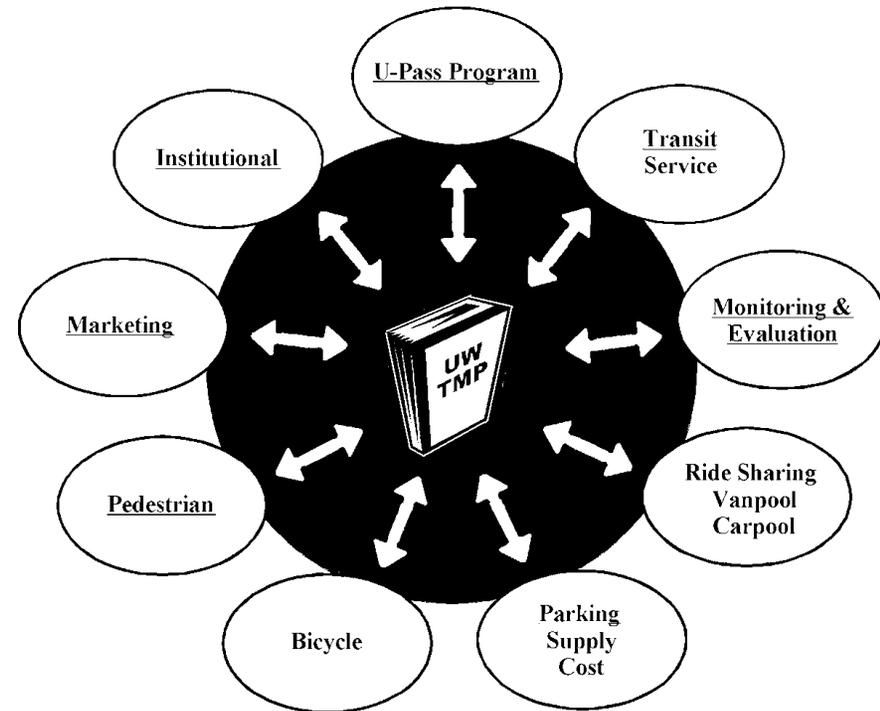
*Change in Motor Vehicle Trips to the University from 1988 to 1999*

	1988			1999		
	Daily	AM Peak	PM Peak	Daily	AM Peak	PM Peak
Motor Vehicle Trips	61,724	7,940	9,629	59,667	6,878	8,634
Total Population	49,700			55,525		

Annual campus traffic count performed by the University of Washington

While the University has been successful in managing its motor vehicle trip generation, motor vehicle traffic growth in the vicinity of the University District (U-District) has become a regional concern. The University will continue to address its share of the traffic which is currently pegged at one third of the total U-District traffic (see FEIS, Tables 38 and 39). However, for the University's investment in reducing motor vehicle demand to be effective, other area public agencies and private employers need to be equally committed to reducing their share of the traffic growth.

## Transportation Management Plan Elements



Transportation Management Plan Elements

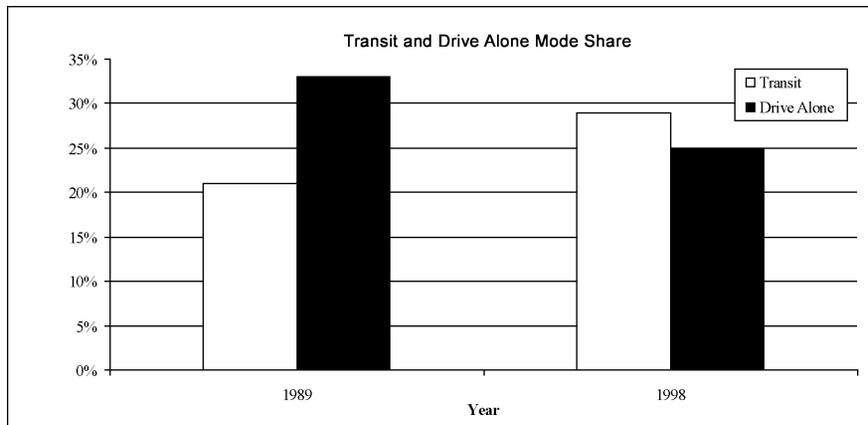
Figure VII-1

Figure VII-1 shows the current elements of the TMP and how they relate to one another. Each of these elements has supporting programs that target staff, faculty, and students.

## U-PASS Program

The U-PASS program is the key component of the TMP. Implementation of the program in 1991 helped to increase the use of transit by students, faculty, and staff. This reduced the dependence on single occupancy vehicle (SOV) trips to and from campus during peak hours. Figure VII-2 shows the difference from 1989 and 1998 in transit use and driving alone.

The U-PASS program covers multiple elements of the TMP including transit, parking management, carpool/vanpools, bicycle, and pedestrian. Each element is addressed separately in this TMP for potential improvements.



Comparison of Transit and Drive Alone Mode Choice Figure VII-2

### Possible U-PASS Improvements:

- Improve use of card technology to link with Intelligent Transportation Systems (ITS) software/hardware that can be used in a multi-modal format. This universal card could be used for multiple ITS elements such as tracking parking and transit usage and/or storing user information for on-campus bike use.
- Change pricing to charge all faculty, staff, and students an access fee with rebates for use of alternative modes.
- Change the current subsidy method for staff and faculty, while at the same time charging more for parking than transit and keeping the relative price of parking and transit at or above the same ratio.

## Transit

The current transit element of the TMP incorporates many components including enhanced bus service and local shuttles. The following discusses each of these components of the existing transit element of the TMP.

### Current Transit Service

The University District currently enjoys excellent transit service provided by King County Metro, Community Transit and Sound Transit. As part of the U-PASS program, the University purchases service from these agencies and consults about service. Service is provided along the perimeter of the campus as well as along Stevens Way, which is the primary interior campus roadway. Transit stops are located in and around campus and incorporate shelters and other transit amenities.

Sound Transit Central Link light rail transit may serve the campus in the future. While the Campus Master Plan is not dependent on light rail services, its introduction to the University District will be an important addition to transit options.

### Possible Transit Improvements:

- Encourage transit agencies to increase evening service (after 6 PM) to provide greater user flexibility and use of non-peak service.
- Incorporate Intelligent Transportation System (ITS) solutions such as advanced transit traveler information (kiosks at bus stops/stations to relate “real-time” bus locations and times).
- Incorporate light rail station access into campus planning, providing direct pedestrian paths to and from each station entrance.
- Incorporate light rail ridership subsidies into the U-PASS program.
- Seek methods to provide transit ridership subsidies for visitors to

the campus and patients at the University of Washington Medical Center.

- Strive to further improve transit service between the Seattle Campus and nearby neighborhoods.
- Work with King County-Metro, and other transit service providers as appropriate, to provide an equitable share of funding for new transit service and capital improvements designed to serve the University of Washington community.

The new light rail system plan includes two potential stops serving the campus and the University District. Each stop will have two entrances. The southern station will be located at NE Pacific Street with entrances on the southwest corner of 15<sup>th</sup> Avenue NE and NE Pacific Street and along 15<sup>th</sup> Avenue NE between NE Pacific Street and NE 40<sup>th</sup> Street. The northern station will have entrances along 15<sup>th</sup> Avenue NE at NE 45<sup>th</sup> and NE 43<sup>rd</sup> Streets.

### Local Shuttles

The University operates two local shuttles. The Health Sciences Express provides all-day service between South campus, Roosevelt Clinic, and Harborview Medical Center. The Night Ride provides evening, academic year service between Stevens Way and nearby off campus residential areas to the west and north. Both services supplement commuter services, but neither is designed as a commuter program.

## Ride Sharing

Currently, the University coordinates with the transit agencies for ridematching, which helps facilitate carpools and vanpools to and from campus. A Regional Ridematch System allows students, faculty, and staff to receive a list of potential commuters who live nearby. It is up to the individual to organize a carpool or vanpool.

## Carpooling

Carpooling is encouraged through the U-PASS program by offering an on-campus parking subsidy for carpools and vanpools. Groups of two or three U-PASS holders can park in designated campus parking lots for free, if they meet University requirements.

## Vanpools

Vanpools are coordinated through the local transit agencies and are operated by the participants. They are also subsidized for commuters that live 10 or more miles from campus. The U-PASS program provides participants a monthly subsidy, currently \$40. Vanpool rates vary by size of van and distance traveled.

Possible Ride-sharing Improvements:

- Include the option during phone registration for classes that students can be listed in the Regional Ridematch System.
- Actively assist in carpool and vanpool formation rather than relying on individual initiative.
- Develop “intelligent carpool/vanpool” technology (ITS software) that cross-references zip code and class registration information (time of classes) for students and prints possible ridematch candidates on each student’s registration (upon student’s approval).
- Focus increased carpool/vanpool efforts on areas currently not served by transit.

- Develop a residence hall student car-sharing program.
- Use web and e-mail more effectively to improve ridematching.
- Assist departments to develop carpool programs for events and conferences
- Continue to promote carpool and vanpool use through marketing.

## Parking Management

Parking management is aimed at altering the supply, demand, or operation of the parking system. This promotes other transportation modes and accommodates the needs of the users. Commuter parking can be purchased at the University and is available to students, faculty, and staff. Some parking lots are designated for commuting students while others are allocated for faculty and staff. The University uses parking pricing to limit demand.

Currently, the University offers discounted parking rates to carpool/vanpool users. With a U-PASS, members of a carpool/vanpool can park on campus for free (depending on the number of passengers and the lot location).

Another option for faculty or staff members with a U-PASS is individual commuter tickets. These allow the opportunity to park on campus in designated lots at a discounted rate for the occasional driver (two or fewer times a week).

Possible Parking Management Improvements:

- Increase enforcement on campus to reduce parking violators.
- Change the permit area assignment system to improve ride-sharing incentive.
- Increase parking pricing at a higher rate than cost of living increases.

- Develop graduated parking pricing to create pricing “tiers” for users that allows discounted parking for infrequent users and increased parking fees for frequent users.
- Emphasize the “just once a week” theme for modes other than SOV and develop ITS technology that allows for a discounted parking price if modes other than SOV are used to access campus.

## Residential Parking Zones (RPZs)

The University will pay for one Seattle Police Parking Enforcement Officer dedicated to enforcing the residential parking zones in the University District. The City will work to balance parking ticket revenues with enforcement expenses, and will offset the University’s contribution by related RPZ parking ticket revenues. Also,

- a. The University shall support local groups in the development and implementation of RPZs within the primary or secondary impact zones. The University shall offer its support of neighborhood RPZs to the City through written letters and testimony at appropriate department hearings.
- b. The University shall pay for 100 percent of set-up costs (collection of data, studies, SED staff time, signs, etc.) for proposed RPZs in both the primary and secondary impact zones.
- c. The University shall pay permit costs and otherwise financially support existing, expanded and new RPZs in the primary and secondary impact zones according to the following provisions.
  - i. The University shall be responsible for payment of permits on a biennial basis. If a neighborhood chooses to establish an RPZ program with annual renewal permits, the University’s share of costs shall be 50 percent of the costs as described in the following conditions.
  - ii. In the primary impact zone, the University shall pay for 100 percent of the cost for the first permit and 50 percent of the cost for the second permit for each household requesting a permit(s); or 100 percent of the cost for 1 guest permit if no permits are requested for the household’s cars.
  - iii. For purposes of the permit costs, the primary impact zone shall be broadened to include the extension of an established RPZ in the primary impact zone into the secondary impact zone or an RPZ that is established and covers areas in both the primary and secondary impacts zones.

- iv. In the secondary impact zone, the University shall pay for 75 percent of the cost for the first permit for each household requesting a permit; or 75 percent of the cost for 1 guest permit if no permits are requested for the household's cars.
- v. The University shall not pay more than \$50,000 annually for permit costs in the secondary impact zone.
- d. In the secondary impact zone, the University shall not be responsible for the costs associated with the nighttime RPZ associated with the movie theaters in Wallingford.
- e. The University's share of an RPZ shall be reduced to the extent that development in the primary or secondary impact zones includes a condition of approval related to RPZ costs.
- f. Where costs are shared, such as between the University and residents for annual permits, amounts shall be rounded to the nearest dollar.
- g. The University shall not provide employees with RPZ stickers unless the employees are residents within the University's major institution boundaries or within the area of the RPZ.

## Bicycle

The University of Washington currently supplies bicyclists with multiple locations for securing and storing their bicycles on campus. The University has the largest inventory of bike lockers in the nation. Clothes lockers and showers are available at some campus locations for students, staff, and faculty. Bike lockers can be rented for a small fee on a quarterly basis; many have a waiting list.

Bicycle routes such as the Burke-Gilman Trail and the University Bridge provide bike access to campus. The Burke-Gilman Trail provides excellent access to West, South and East Campus.

### Possible Bicycle Improvements:

- Improve interfaces between off-campus bike network, the Burke-Gilman Trail, and Central Campus.
- Provide additional covered, secured bike storage at high use locations.
- Program covered or secured bicycle parking into each new building.
- Provide additional clothes storage and shower facilities.
- Coordinate with the City on bicycle detection at signals along the primary bicycle corridors accessing campus.
- Encourage local transit agencies to accommodate the demand for bike use on transit.
- Implement a bike/pedestrian safety program. This could include selling discounted helmets and fluorescent vests and providing a map of high traffic accident locations.
- Coordinate with the City to create bicycle connectivity through the street network, particularly along the University Bridge, Montlake Bridge, north to Ravenna Park, and west over I-5.

- Establish a program to facilitate the purchase or lease of bicycles by students, faculty and staff.
- Create bike centers at one or two locations on campus that rent and store “campus bikes.” This could be linked to the universal card program (mentioned in the U-PASS TMP element), a debit system for renting, or a database check-out system for “free” loaner bikes.
- Create additional secured, covered bike lockers and shower facilities on campus to promote bicycle use.
- Implement a bicycle / pedestrian safety program with measurable goals to help promote the use of bicycles as an alternative mode of travel and raise the awareness level of bicycles on the transportation network.
- Subsidize bicycle sales or leasing for students, faculty, and staff to help increase bicycle ownership.
- Coordinate with the City to enhance corridors identified in the Master Plan for use by bicycles.
- Develop intelligent transportation system solutions to help “track” individual bicycle use to/from campus, which in turn offers parking subsidization for selecting an alternative mode to school/work.

## Pedestrian

Pedestrian transportation is the largest single way that students commute to and from campus and has the lowest negative impact. The University of Washington has pedestrian paths throughout the campus. Connectivity is in place through the local street network to access campus from multiple locations with sidewalks on nearly all streets.

### Possible Pedestrian Improvements:

- Coordinate with the City to identify improvements to the local pedestrian network, such as filling in gaps within the network, changing signal timing to establish pedestrian priority over vehicles, improving lighting, etc.
- Work with City and community groups to adequately maintain pedestrian network.
- Designate and improve on-campus pedestrian commuting corridors.
- Establish expectations for not blocking pedestrian pathways and enforce compliance.
- Improve maintenance on-campus pedestrian facilities.
- Work with transit agencies to improve pathways, transit stops, and pedestrian amenities for transit services.
- Require a pedestrian circulation plan with all new campus and off-campus development to assure pedestrian accessibility and barrier removal.
- Consider rain protection for new pathways.
- Identify and propose improvements to the local pedestrian network. The City will work with the University to review proposed improvements, such as filling in gaps in the pedestrian

network, optimizing signal timing, improving lighting, and enhancing pathways/sidewalks (either by widening or a regular maintenance program).

- Designate and improve priority pedestrian commuting corridors
- Increase pedestrian safety through the use of better lighting and innovative roadway designs (such as raised crossings, curb extensions, and advanced warning signage).
- Increase marketing of walking as an alternative mode.

## Marketing

Marketing is essential to build understanding and support of the TMP's goals and objectives. The University currently maintains an extensive marketing program to inform students, staff, and faculty of commuting options. The University conducts transportation fairs where options are highlighted and promoted.

Students, faculty, and staff receive a *U-PASS User's Guide* annually that covers travel options and U-PASS features. The University of Washington website also contains useful information about the U-PASS program and other travel options.

Possible Marketing Improvements:

- Focus marketing efforts on new employees.
- Increase marketing of biking, walking, and carpooling.
- Link marketing to national modal days (i.e., bike to work day, take transit to work day, etc.)
- Incorporate walking into promotions.
- Improve transit information to off-campus sites, visitors and patients.
- Encourage use of multiple modes of alternative transportation.

## Institutional Policies

The University can modify and implement institutional policies that promote different modes of travel and/or reduce vehicle trips on the transportation network. While the other TMP elements provide transportation choices, institutional policies are aimed at controlling forecasted growth in trips.

Possible Institutional Policy Improvements:

- Establish policies and aggressively promote telecommuting, flex-time, compressed work weeks, and other techniques that reduce peak period travel. This could include a program for staff and faculty to have computers with high-speed communication access while off campus.
- Expedite U-PASS delivery to new employees.
- Centralize off-campus development near transit facilities.
- Site off-campus facilities within walking distance of campus.
- Concentrate off-campus facilities that are not in walking distance.
- Consider expansion of off-site educational facilities.
- Eliminate free or discounted parking for employees at off-campus work sites.
- Encourage the development of a car sharing program for U-District residents.
- Direct growth to off-peak academic quarters (especially summer).
- Modify and expand faculty / staff housing benefits to favor nearby housing.
- Partner with developers for off-campus U-District and transit corridor housing development.

- Increase on-campus student employment to decrease linked SOV trips.
- Encourage surrounding employers / institutions to implement similar TMP strategies when applicable.
- Increase student housing development consistent with housing policies.
- Coordinate with the City so that costs for transportation facilities can be shared in a fair and equitable manner (e.g., district fees, area-wide fees, transportation improvement fees, etc.).
- Provide transportation orientation packages to new faculty, including but not limited to, information about the U-PASS, to acquaint them with the range of transportation alternatives available in the University District and in Seattle in general.
- Work with the Faculty Senate or other appropriate bodies to develop faculty-targeted programs to encourage use of alternative modes.

## Monitoring and Evaluation

The University has an extensive program of monitoring, evaluating, and reporting transportation conditions. This includes counting vehicles, on-street surveying of vehicles operators, telephone surveying about commute behavior, counting bicycle rack utilization, and other ad hoc surveys.

The University and the City will cease the biennial “University District Cordon Count”, while continuing a variety of other measurements, including the campus traffic count, biennial telephone survey of faculty, staff and students and the annual bike utilization survey. These tools, listed in detail below, will be used to give the City and the community the information they previously received from the cordon count. These tools will do a better job of capturing the information needed to ensure that the University meets its TMP goals.

The TMP monitoring elements will be improved or expanded to keep the traffic levels created by the University at or below the levels established in 1990.

#### Monitoring and Reporting Activities:

- Conduct an annual campus traffic count to evaluate the number of vehicles entering and leaving campus.
- Conduct biennial parking survey to identify and track non-permit parking inventory usage.
- Conduct annual bicycle rack utilization survey. Modify the location and quantity of bike racks to accommodate demand.
- Conduct biennial telephone surveys of students, staff and faculty. Based on the results, calculate trips generated by students, staff, and faculty. If these trips increase, implement additional elements to prevent trips from exceeding the goals established in 1990.
- Conduct supplemental counts and surveys to better understand market segments.
- Use these data to model the total peak hour vehicle trips of students, staff and faculty. Review the model with City staff and CUCAC and modify as necessary.
- Produce and distribute reports on the annual Campus Traffic Count, biennial telephone survey and peak hour vehicle trip model. Produce and distribute the U-PASS Annual Report. Post the results on the Web.
- Regularly review TMP results with City staff to get input on possible changes and improvements.

#### Develop Methodology to Replace Cordon Count

Utilizing the monitoring strategies outlined below and others as necessary and appropriate, complete the following:

- Provide the City an active and ongoing role in developing, reviewing, and modifying the proposed methodology.
- Continue conducting cordon count until new methodology has been developed and validated to the satisfaction of City transportation staff.
- Conduct counts at, or surveys of, University off-campus facilities as needed to accurately estimate all University related trips to the University District, including visitors and patients.

#### Monitoring Strategies

- Provide the City an active and ongoing role in reviewing data collection instruments (e.g., questionnaires) and monitoring data collection efforts; reviewing results of the various data collection efforts and the methods by which the results are aggregated to produce an overall estimate of campus vehicle trips; and, reviewing significant proposed changes to the TMP.
- Conduct an annual campus traffic count to evaluate the number of vehicles entering and leaving campus.
- Conduct a biennial transient parking survey to identify and track non-permit parking inventory usage.
- Conduct an annual bicycle rack utilization survey and modify location and quantity of bike racks to accommodate demand.
- Conduct biennial U-PASS telephone surveys. Based on the survey results, calculate all University-related trips generated to and from the University District as well as trips by students, staff and faculty.
- If campus trips increase, implement additional TMP elements to prevent trips calculated from the subsequent survey from exceeding the goals.

## Monitoring, Baselines and Enhancements

- Conduct supplemental counts and surveys to better understand market segments.
- Produce and distribute a U-PASS Annual Report that identifies the results of monitoring efforts. Post the monitoring results on the Web.

## Other Strategies

- Improve pedestrian, bicycle, and vehicular travel surfaces that service recreation and sports facilities.
- During the course of this Master Plan, develop packages of TMP mitigation strategies as needed to keep vehicular trips below established caps.
- Increase parking charges above the annual consumer price index. Adjust parking charges based on changes in vehicular trips as measured by the cordon count program or a replacement monitoring program.
- Work closely with King County-Metro (and other affected transit service providers) to forecast future demand on specific routes at peak times, and to develop methods of enhancing transit service and providing additional capacity where necessary.
- Work with King County-Metro to pursue an off-street bus staging facility to accommodate increased layover demand and to relieve competition for curbside street use in the University District.
- Baseline trip limits (caps) shall be adjusted downward by the appropriate percentages to hold the caps constant for students, faculty and staff.

The baseline traffic volumes shall consist of two measures: the campus cordon count shall be based on the average of the years 1988-1990 plus a 5% error factor for random variation. The larger

University District area will also be based on the average of the years 1988-1990, plus an error factor of 6.1% will be applied to account for both random variation and survey variations. University student, faculty and staff trips shall not be allowed to increase beyond any of the following volumes, adjusted downward to exclude visitor and patient trips. The section below on City Permits describes remedies which may apply if increases occur.

## Baseline Traffic

AM Peak-period TO CAMPUS	8,267
PM Peak-period FROM CAMPUS	9,782

And:

## University District Area

AM Peak-period (inbound)	10,760
PM Peak-period (outbound)	13,270

The annual traffic counts and survey results for the campus and biennial University District area estimates shall be included in the Annual Report.

## Conducting Surveys

The following lists who is responsible for conducting surveys and estimates and the payment schedule for the surveys:

- a. Automatic traffic counts on City streets: City pays 100%
- b. Total University-generated weekday campus traffic counts: University pays 100%
- c. University District area - implementation of alternative estimation methodology: City pays 50% and University pays 50%
- d. University parking utilization: University pays 100%
- e. Annual Report preparation costs: University pays 100%

## City Annual Report

The University shall provide an annual report to the City on the number of transit passes and/or U-Passes, carpool/vanpool registrations and SOV permits by campus population.

## City Permits

Master Use Permits and Building Permits shall not be issued until it has been demonstrated to the satisfaction of the DCLU Director that additional mitigation measures will be implemented that will restore University student, faculty and staff vehicle trips to the baseline levels or below. If a peak-period baseline level is exceeded in two consecutive traffic counts or University District area estimates following a DCLU Director determination that mitigation measures will restore vehicle trips to baseline levels, Master Use Permits or Building Permits shall not be issued for subsequent projects until baseline levels have been restored. However, this measure shall not be applied to maintenance or other minor projects proposed by the University.

This condition shall not preclude the City from requiring the University to mitigate environmental impacts of projects as determined by project level environmental review (for example, service level impacts from a proposed parking garage).

Element	Existing Strategies	Possible Strategies
U-PASS	<ul style="list-style-type: none"> <li>• Offered to students, faculty and staff to promote multi-modal trips</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a “universal card” that links into ITS elements of the TMP.</li> </ul>
Transit	<ul style="list-style-type: none"> <li>• Frequent existing service along perimeter and interior of campus</li> <li>• U-PASS program subsidizes transit passes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop direct pedestrian linkages to light rail transit stations.</li> <li>• Incorporate light rail ridership subsidies into the U-PASS program.</li> <li>• ITS solutions for real-time information at stops/stations.</li> <li>• Increased service during the evenings (after 6PM).</li> <li>• Transit subsidies for visitors and patients.</li> </ul>
Ridesharing	<ul style="list-style-type: none"> <li>• U-PASS program promoting carpools and vanpools</li> <li>• Regional Rideshare System</li> <li>• HUB rideshare board</li> </ul>	<ul style="list-style-type: none"> <li>• Reserved faculty/staff carpool and/or vanpool parking at multiple locations on campus.</li> <li>• Park-n-ride lots contain a portion of parking spaces restricted for use after 9AM for later users.</li> <li>• Incorporate/develop ITS software for Regional Rideshare System and students registration to create “intelligent carpooling/vanpooling.”</li> <li>• Develop a residence hall student car sharing program.</li> </ul>
Parking Management	<ul style="list-style-type: none"> <li>• Restricted parking areas</li> <li>• U-PASS carpool/vanpool parking</li> <li>• Enforcement</li> <li>• Aggressive pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Increase parking pricing at a rate greater than the rate of increase in the cost of living.</li> <li>• ITS technology to allow for graduated parking pricing for users.</li> <li>• ITS technology that links parking and multi-modal use.</li> <li>• Incorporate “once a week” theme for multi-modal use instead of parking.</li> </ul>
Bicycle	<ul style="list-style-type: none"> <li>• Lockers and showers on campus</li> <li>• Burke-Gilman trail access to campus</li> </ul>	<ul style="list-style-type: none"> <li>• Create additional bike lockers and shower facilities.</li> <li>• Create bicycle lanes along Stevens Way and other identified key corridors on and off campus.</li> <li>• Coordinate with the city to enhance these corridors through connectivity and bicycle detection.</li> <li>• Implement a bicycle/pedestrian safety program with measurable goals.</li> <li>• Subsidized bicycle sales for students, faculty and staff to help promote use of bicycles.</li> <li>• Create bike center(s) on campus that link with the universal card (ITS technology to offer a “campus bike” program for registered users.</li> </ul>

Pedestrian	<ul style="list-style-type: none"> <li>•Large pedestrian network</li> </ul>	<ul style="list-style-type: none"> <li>•Focus improvement on paths, sidewalks, street lights and signals.</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>•U-PASS Users Guide</li> <li>•Annual Transportation Fair</li> </ul>	<ul style="list-style-type: none"> <li>•Shift of market focus to modes that need it.</li> <li>•Incorporate national modal days (i.e. transit day, bike day, etc.).</li> <li>•Improve transit information to off-campus sites.</li> </ul>
Institutional Policies	<ul style="list-style-type: none"> <li>•U-PASS program including transit, bicycle, pedestrian, carpool/ vanpool and parking elements</li> </ul>	<ul style="list-style-type: none"> <li>•Program including flex-time, compressed work week and telecommuting.</li> <li>•Direct growth to other quarters (i.e. summer and evenings).</li> <li>•Increase student housing close to campus.</li> <li>•Increase student on-campus employment.</li> </ul>
Monitor and Evaluate	<ul style="list-style-type: none"> <li>•Annual Campus Traffic Count</li> <li>•Biennial U-District Cordon Count</li> <li>•Biennial transient parking survey</li> <li>•Annual bicycle rack utilization count</li> <li>•U-PASS Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>•Continue annual campus traffic count to evaluate the number of vehicles entering and leaving campus.</li> <li>•Conduct biennial transient parking survey to identify and track non-permit parking inventory usage .</li> <li>•Continue annual bicycle rack utilization survey.</li> <li>•Modify the location and quantity of bike racks to accommodate demand.</li> <li>•Continue biennial U-PASS telephone surveys. Based on the results of the survey, calculate trips generated by students, staff and faculty. If these trips increase, implement additional elements to prevent trips calculated with the subsequent survey from exceeding the goals established in 1991.</li> <li>•Conduct supplemental counts and surveys to better understand market segments.</li> <li>•Produce and distribute a U-PASS Annual Report that identifies the results of monitoring efforts. Post the monitoring results on the Web.</li> </ul>

